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### Long-Range Personnel Planning

Any meaningful reform of the \* \* \* personnel practices must begin with the setting up of a long-range system for personnel planning and career development capable of generating within the service the professional skills it will continue to need in the future.

Such a system would require, among other things, a clear definition of the various types of functional competence required both at home and abroad—something that does not now exist—and the continuous projection ahead of officer needs. The inventory requirements established thereby could be projected into future annual training quotas—another planning function that today is ignored.

Whatever the precise form of the system to be adopted, it should have the aim of developing more specialized competence in the younger generalists and more generalism in the mature specialist.

It should be a major premise of any career development plan that every form of specialization is of value to the Government; that there should be equal opportunities for advancement within all career situations; and that specialists should have confidence that, while their careers will tend to center upon their specialties, they will be given equal opportunity to broaden their experience into other appropriate fields.

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